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Predictors of Appraisal and Coping Profiles in Response to Workplace Incivility Experiences

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Predictors of Appraisal and Coping Profiles in Response to Workplace Incivility Experiences

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Abstract

At least seventy percent of employees report experiencing an incivility incident in recent years (Cortina, 2008), and incivility has been linked to negative outcomes, such as stress and turnover (Beattie & Griffin, 2014). The current study applies Lazarus and Folkman's (1984) transactional model of stress to examine predictors of incivility targets' patterns of appraisal and coping. In particular, I propose that the frequency with which incivility occurs, resilience, and work contexts, such as organizational justice and civility norms, can influence the target's appraisals and coping. Additionally, incivility research has utilized different time frames to examine incivility and predictors (Cortina, Kabat-Farr, Magley, and Nelson, 2017). What has yet to be illuminated is whether these different methods of examining incivility provide different understandings of appraisal and coping and the predictive ability of predictors. I examined these relationships utilizing archival data that were collected from healthcare professionals working in correctional institutions in the northeastern United States. In particular, I examined a daily diary sample of 43 healthcare workers across ten days. Utilizing k-mean clustering (Hartigan, 1975), I found two similar profiles across 2- and 3- cluster solutions. I also examined a retrospective sample of 124 healthcare workers from the same population. I found two profiles similar to those found in the daily diary data in both the 2- and 3- cluster solutions. Only through examining the third profiles in the 3-cluster solutions did I begin to find differences within the profiles for the two different methodologies. Predictors of these profiles were not supported. Implications and future directions will be discussed.

Introduction

Unfortunately, incivility in the workplace is a common occurrence, with at least 70% of employees reporting such experiences (Cortina, 2008; Cortina, Lonsway, Magley, Freeman, Collinsworth, Hunter, & Fitzgerald, 2002; Cortina, Magley, Hunter Williams, & Langhout, 2001). Incivility incidences are low-level, aberrant acts against another coworker, where the intent to harm is unclear (Andersson & Pearson, 1999).

Research has indicated that incivility has detrimental effects for individuals, witnesses of incivility, and for organizations themselves (Bowling & Beehr, 2006). Research has well documented the detrimental effects incivility has on turnover intention (Lim, Cortina, & Magley, 2008; Lim & Lee, 2011; Miner-Rubino, & Reed, 2010), counterproductive work behavior (Taylor & Kluemper, 2012), performance (Caza & Cortina, 2007; Porath & Eraz, 2007; Porath, Gerbasi, & Schorch, 2015), psychological distress, depression, anxiety (Caza & Cortina, 2007), health problems (Lim & Cortina, 2005), creativity (Porath & Erez, 2007), job satisfaction (Lim & Cortina, 2005), job withdrawal (Lim et al., 2008) and stress (Beattie & Griffin, 2014; Cortina, 2008; Miner, Settles, Pratt-Hyatt, & Brady, 2012).

Given the high frequency of incivility and its negative outcomes, it is important to understand how individuals interpret and cope with incivility. One potential theoretical framework to describe this is the transactional model of stress put forth by Lazarus and Folkman (1984). The transactional model of stress outlines appraisals and coping as intermediate steps between an event and its outcomes. However, there has been a criticism to the Lazarus and Folkman (1984) model as it is difficult, and there is little empirical support, for the linear process of appraisals and coping (Goh, Sawang, & Oei, 2010). To counter this, and to accommodate multiple appraisals and coping strategies, this study will utilize a person-centered approach to

examine profiles that combine appraisals and coping to examine different profiles. Just as important as understanding the nature of appraisal and coping profiles is to understand what influences and distinguishes these profiles. For organizations to affect outcomes then, it then becomes important to identify predictors of these appraisal and coping profiles.

Fitzgerald, Swan, and Magley (1997) argue for a multi-faceted approach to examining mistreatment events, where research should consider situational factors, individual differences, and contextual factors. Although research has started to examine incivility through a multi-faceted lens, fewer studies have examined predictors in all of these domains. This study will examine predictors of appraisals and coping after an incivility event from these different domains. Accordingly, we will examine incivility frequency as a situational factor, resiliency as an individual factor, and organizational justice and civility norms as contextual factors. Examining frequency, resilience, and contextual factors addresses gaps in the literature by providing the opportunity to contrast the impact of situational, individual, and contextual factors on appraisals and coping.

Paramount to the existing project is the question of how different methodological approaches to studying workplace incivility can potentially provide different insights into asking and answering the detailed questions about targets' appraisals of and coping with their experiences. Notably, there has been a call to study how one thinks and behaves in "real-time" or a time proximal to an event (Schwarz, 2011). Using proximal event sampling reduces retrospective errors and biases and facilitates access to episodic detail. The stress and coping literature most certainly has turned to this approach in whole (Gunthert & Wenze, 2012). In that the literature on incivility appraisal and coping is still lean, we argue that there may well be value in examining profiles of such thoughts and behaviors – as well as their predictors – from both a

short time frame and a longer period. In other words, could it be important to examine these profiles and predictors in "real-time" and retrospectively, and consider the benefits and drawbacks of both approaches? The primary contribution of this study is to utilize both daily and retrospective data to examine the ways in which appraisals of and coping with incivility experiences seem patterned across targets, as well as whether such patterned profiles can be predicted reliably from individual, situational and contextual predictors.

In the following sections, I will give an overview to the transactional model of stress. I will then give an overview of incivility frequency, resilience, organizational justice, and civility norms, as well as how each of these predictors may influence appraisals and coping. Lastly, I will examine temporal issues when considering incivility and introduce a research question regarding whether predictors of appraisals and coping profiles change depending on when they are measured.

Incivility and the Transactional Model of Stress

Lazarus and Folkman (1984) identify appraisals and coping as intermediary steps between an event and outcomes. When an individual experiences a negative event, such as incivility, they must first appraise the impact that the event would have on them, known as primary appraisal. If the event is appraised as negative, Lazarus and Folkman (1987) indicate that the individual will categorize this event as either a challenge or a threat. An event is appraised as a challenge when the individual may experience some potential gain or mastery of the situation. On the other hand, a threat happens when an event can cause harm. Individuals then assess available resources to overcome the potential negative effects of the stressor (Folkman and colleagues, 1986), known as the secondary appraisal. Folkman and Lazarus (1985) determined that there are two main avenues to coping. Problem-focused coping is an

action-based coping strategy to alter the interaction with the event and lessens the stress of the event. Emotion-focused coping focuses on trying to reduce the emotional distress surrounding the event. Other researchers have proposed approach and avoidance coping (Holahan et al., 1996; Moos, 1992; Moos et al., 1990; Moos & Shaefer, 1993), which are cognitive and emotional activity that are oriented either towards or away from threat. This study is less concerned about the label or whether a particular behavior is problem-focused/emotion-focused or approach/avoidance coping, and whether we can determine patters of coping that are similar across individuals.

As previously mentioned, there is little empirical support for the linear progression of appraisals, coping, and outcomes (Goh, Sawang, & Oei, 2010). By utilizing a person-centered approach that combines appraisals and coping, we can minimize this limitation and incorporate multiple appraisals and coping strategies. We can then shift our focus to understanding the predictors of the appraisal and coping profiles. There is a growing literature on the impact of incivility and variables that might affect both appraisals and coping which are grounded in the transactional model of stress (Beattie & Griffin, 2014; Hewett et al., 2018; Mackey et al., 2017). This study will also use the transactional model of stress as a guiding theoretical framework, given that it has been used successfully in prior research.

Person-Centered Profiles

Recently there has been a call for more person-centered approaches to research (Tetrick, 2017). Person-centered approaches attempt to find profiles that group individuals on a number of variables, which should give patterns of variables that may distinguish among people. Two articles have utilized this method for research regarding incivility. Bunk and Magley (2013) created profiles of incivility target's appraisal, emotion, and coping profiles via *k*-means

clustering and found distinct profiles. The authors argue that individuals should experience multiple emotions in response to incivility. Cortina and Magley (2009) created coping profiles in response to incivility via *k*-means clustering to determine predictors of coping profiles. They found distinct coping profiles based on the appraisals of the situation, the duration of the incivility, and the relative power differential of the victim and perpetrator. Given previous research that has demonstrated distinct profiles in appraisals and emotions, and in coping, there is reason to believe that a person-centered approach can be utilized to find distinct profiles in appraisals and coping in the present research. Just as Bunk and Magley (2009) suggest that individuals should experience multiple emotions in response to incivility, we expect that individuals will have multiple appraisals and utilize multiple coping strategies. Person-centered profiles would capture this complexity. Therefore, this study will also utilize a person-centered approach to examine how individual and contextual variables contribute to appraisal and coping processes. According to Cortina and Magley (2013), exploratory approaches have a disadvantage of not allowing specific hypotheses to be made. However, a general hypothesis can be made that follows from previous studies that have utilized person-approaches to find profiles of characteristics after incivility.

Hypothesis 1: Distinct profiles of complex patterns of appraisals and coping will emerge.

Predictors of Appraisals and Coping

Incivility Frequency

The frequency with which incivility occurs should affect the appraisal process. Lazarus and Folkman (1984) stated that temporal factors are critical in stressful situations. Aversive experiences, like incivility, that often repeat are more stressful because they fatigue cognitive and emotional abilities, which makes managing the situation more difficult (Gottlieb, 1997;

Lazarus, 1999). In support of Lazarus and Folkman (1984), previous research has indicated that the frequency of mistreatment affects appraisals. According to Fitzgerald, Swan, and Magley (1997), the frequency of sexual harassment should affect appraisals of a sexual harassment event. Cortina and Magley (2009) found that increased frequency of incivility was associated with more negative appraisals, or more offensive and annoying. Bunk and Magley (2013) found that appraisals mediated the relationship between incivility frequency and reciprocation of uncivil behaviors. Given the previous research that suggests that frequency will affect appraisals, we hypothesize that incivility frequency will predict the appraisals and coping profiles in the present study.

Hypothesis 2: Incivility frequency will predict the appraisal and coping profiles.

Resilience

One individual difference that may be associated with appraisal and coping profiles is resilience. When conceptualizing resilience, Lazarus (1993) referenced resiliency in metals; when stressed, a resilient metal will bend and bounce back instead of break. In psychological research, resilience typically has two core concepts: adversity and positive adaptation (Fletcher & Sarkar, 2013). Resilience is conceptualized as many characteristics that allows one to adapt to situations one encounters (Connor & Davidson, 2003). These characteristics can include resourcefulness, strength of character, and flexibility (Fletcher & Sarkar, 2013).

Although resilience has not yet been linked to incivility appraisals and coping, previous research has indicated that resilience may be related to the appraisal process in general. For example, resilience may be an individual difference that could affect the appraisal process, given that it is characterized by positive adaptation (Fletcher & Sarkar, 2013). High resilience may be associated with less threatening appraisals. In examining the effects of resiliency on appraisals,

Kaczmarek (2009) and Litwic-Kaminska and Isdebski (2016) state that resiliency is associated with positive emotions, which helps to distance individuals from negative experiences and to appraise stressful situations as challenges. Furthermore, resiliency resources (environmental mastery and self-esteem) have been associated with appraisals of day-to-day stress severity (Montpetit & Tiberio, 2016), as well as appraisals of illnesses (Schwartz, Michael, & Rapkin, 2017). Similarly, resilience has yet to be linked to coping with incivility; however, previous research has also indicated that high resiliency may be associated with less negative affect and negative outcomes from coping with negative events (Smith et al., 2016). Given previous research that suggests that resilience is associated with appraisals and coping, we can then hypothesize that resilience will be associated with the appraisal and coping profiles.

Hypothesis 3: Resilience will predict the appraisal and coping profiles.

Organizational Justice

In addition to the individual differences, contextual factors of the workplace may also influence appraisals and coping. One such contextual factor is organizational justice. The organizational justice literature attempts to explain the considerations of fairness in the workplace (Greenberg, 1990), and has been linked to the quality of employee-organization exchange and concepts like perceived organizational support (Cropanzano et al., 2002; Masterson et al., 2000). Previous research has also indicated that organizational justice is associated with work outcomes. Judge and Colquitt (2004) state that uncertainty and lack of control are central to stress; organizational justice is associated with more predictability and perceptions of control (Thibaut & Walker, 1975) and provides information to navigate uncertain situations (Lind & Van den Bos, 2002). Given that organizational justice is associated with perceptions of control and helps people navigate uncertainty, it may be that working in an

environment with higher organizational justice will help individuals navigate the ambiguous nature of incivility or make the path(s) to resolution clearer.

Given the research that suggests that organizational justice may be associated with both appraisals and coping; we can then hypothesize that organizational justice may predict the appraisal and coping profiles.

Hypothesis 4: Organizational justice will predict the appraisal and coping profiles.

Civility Norms

Another environmental factor that could influence how one appraises and copes with incivility is civility norms. Social norms are informal, unwritten guides to behavior within and outside the organization (Fiske, 2004). According to Walsh and colleagues (2012), civility norms refer to how employees engage in respectful treatment with and avoid being rude to other employees. Thus, when civility norms are positive, the workplace is one where civility is expected and incivility is not tolerated. Walsh and colleagues (2012) found that incivility experiences from supervisors and coworkers were negatively correlated with civility norms, so if civility norms are high there should be fewer instances of incivility; which may indicate fewer negative appraisals.

However, the scenario of one experiencing incivility in a civil environment brings up some interesting issues. Kath, Swody, Magley, Bunk, and Gallus (2009) found that women who experience sexual harassment in a civil climate had worse outcomes. They suggest that an organization's climate sets up expectations for behaviors. They utilize the psychological contract theory (Rousseau, 1995) to state that experiencing incivility within a climate that has strong norms for civility violates an individual's psychological contract with the organization and the individual is more likely to experience worse outcomes. Additionally, according to

Duffy, Ganster, Shaw, Johnson, and Pagon (2006), people make judgments, in part, based on others around them and the fairness theory (Folger & Cropanzano, 1998) suggests that when something negative happens (such as undermining or incivility) people make comparisons to what should have happened. A salient part of the social context would be whether others are receiving incivility, as well. If the individual is the only one experiencing incivility in a context of a civil environment, they may feel singled-out. Due to the singled-out effect, employees may have a more negative response to incidences of incivility if civility norms in their workgroup or organization are beneficial and others are not treated the same way (Duffy, Ganster, Shaw, Johnson, & Pagon, 2006). Therefore, if in an environment where civility is expected, incidences of incivility may be more unexpected and salient, which may make appraisals more threatening. We can then propose the following:

Hypothesis 5: Civility norms will be associated with the appraisal and coping profiles.

Incivility Through Temporal Lenses

Recently, Cortina, Kabat-Farr, Magley, and Nelson (2017) observed that incivility research has used different time frames to measure incivility and noted that incivility research is grappling with temporal issues. Cortina and colleagues (2001) examined incivility experiences over the past five years and Cortina and colleagues (2013) examined incivility experiences over the past year. Many of these studies follow up general accounts of incivility by examining a critical incident and asking about event specifics (gender and position: Cortina et al., 2001; gender and race: Cortina et al., 2013; power and frequency; Cortina & Magley, 2009) and/or internal processes (appraisals and emotion profiles: Bunk & Magley, 2013; coping profiles: Cortina & Magley, 2009). Broad retrospective accounts may make it difficult for participants to report a specific incident; making it difficult, then, for researchers to study the experiences

carefully. Additionally, there is some concern over daily verses retrospective accounts of coping. Ptacek, Smith, Espe, and Raffety (1994) found that college students reporting coping strategies for test taking for seven days prior did not perfectly correspond to the coping strategies they reported retrospectively. Stone and colleagues (1998) found similar results; and found that cognitive coping was more likely to be underreported retrospectively and behavioral coping was more likely to be overreported retrospectively. Given issues of recall, as noted above, there has been a call to utilize longitudinal or "real-time" (Schwarz, 2012) data collection.

Longitudinal studies are important for establishing temporal precedence (Cortina et al., 2017). However, researchers must consider other issues when designing longitudinal studies around incivility. The first is a methodological issue surrounding retrospective studies itself. Interval-contingent sampling, which some longitudinal studies employ, is still retrospective; the time interval under consideration is merely shortened from some broad retrospective time period to one week or one day (Cortina et al., 2017). This reduces retrospective errors and biases but may not eliminate them completely. Secondly, the ambiguous nature of incivility may actually make a longer time period of study necessary to obtain appropriate data (Cortina et al., 2017). One may not always immediately know that a behavior is problematic. Interpersonal interactions are not always interpreted immediately; sometimes the behavior, behaviors typical of the instigator, and the context must be processed. Some rude experiences are obvious; however, given that incivility is ambiguous, this is not always the case (Cortina et al., 2017). Cortina and colleagues (2017) advocate for more research to understand the temporal nature of incivility and caution the assumption that repeated measures are always the best method for examining incivility.

In the present study, we are examining profiles of appraisals and coping after an incivility event. Few studies have used a person-centered approach to examine similar constructs (Bunk & Magley, 2013; Cortina & Magley, 2009). What research has yet to illuminate is the optimal time frame for these profiles and if the predictors remain constant when examining these profiles from different temporal lenses. Accordingly, this study will contrast effects found utilizing both a broader retrospective sample, as well as a subset of that same population that was examined longitudinally. A general research question can be proposed. Do appraisal and coping profiles look similar when viewed from a daily perspective and a retrospective perspective, and are the predictors similarly predictive? This is important when considering incivility research and the methodology used to assess appraisals and coping with incivility. If similar profiles and predictors emerge through different methodologies, the potential burden on participants, feasibility of the study, and consideration of resources (Iida, Shrout, Laurenceau, Bolger, 2012) may make retrospective studies more appealing. However, if differences in profiles and predictors emerge when viewing incivility from these different time frames, these profiles may provide different insights into appraisals and coping over different time frames. In that case, careful consideration of the methodology used to assess research questions regarding profiles of appraisals and coping, and predictors, is warranted.

Summary

In summary, incivility has detrimental effects for individuals and organizations (Bowling & Beehr, 2006). The transactional model of stress outlines an underlying process through which an event can have negative outcomes; though primary appraisal, secondary appraisal, and coping processes (Lazarus & Folkman, 1984). However, research has yet to illuminate how work context and individual differences might additionally be associated with these processes. As

shown in Figure 1, this study aims to discover how resilience, organizational justice, and civility norms could be associated with this process. Importantly, the optimal methodology used to examine profiles and predictors of profiles is still in question. We aim to shine light on the similarities and differences of these results when viewed through different temporal lenses.

Method

Participants

Retrospective data

Data were collected as part of a larger study conducted with heathcare professionals working in correctional institutions in the northeastern United States. This setting was ideal for the study, given the high level of incivility in a hostile working environment. Participants were retrospectively asked about incivility incidences over a three-month timeframe. About 800 people are employed within the correctional institutions at any given time. All employees were invited to complete the survey. One hundred eighty-eight employees responded to the survey and 124 (66%) of respondents experienced at least one incivility event. Of the 188 respondents, most were female (72%), Caucasian (74%), and between 34-60 years old (71%). Forty-five percent had completed education higher than a bachelor's degree. The majority of participants worked first shift (75%). Fifty-two percent worked in the medical/dental filed, 27% worked in mental health, 9% in clerical, and 10% in another filed (such as Information Technology). Of the 124 that experienced incivility, most employees were female (69%), Caucasian (75%), and between 34-60 years old (72%). Thirty-nine percent had completed education higher than a bachelor's degree. The majority of participants worked on first shift (78%). Forty-nine percent worked in the medical/dental field, 33% worked in mental health, 7% in clerical, and 11% in another field.

Daily Data

Data were collected from a subset of the same heathcare professionals as the retrospective data collection. Ninety-three participants answered at least the baseline and some daily data. Over a 10 day period, 108 incidences of incivility were experienced over 43 individuals with 27 individuals experiencing more than one incivility event with an average of 2.47 experiences of incivility. Eighty-eight of these incivility incidences occurred once in a day, while 20 occurred more than once a day.

Of the 93 respondents, most were female (81%), Caucasian (65%), and between 34-60 years old (79%). Fifty-six percent worked ten days and the majority worked first shift (87%), with the rest working second shift. Forty-nine percent had completed education higher than a bachelor's degree. Forty-three percent worked in the medical/dental field, 37% worked in mental health, 15% in clerical, and 5% in another field (such as Information Technology). Of those who experienced incivility, most employees were female (82%), Caucasian (62%), and between 34-60 years old (77%). Sixty percent worked ten days, and the majority worked first shift (85%) with the rest working second shift. Forty-five percent had completed education higher than a bachelor's degree. Forty-three percent worked in the medical/dental field, 35% worked in mental health, 16% in clerical, and 4.8% in another field.

Procedures

Retrospective

The retrospective data was collected as follow-up to a larger study assessing interpersonal relationships and a civility intervention within the correctional healthcare setting mentioned above. The survey was administered about a year and a half after employees received a civility

intervention and were asked about incivility experiences in the last three months. The survey included measures off all of the predictor variables, as well as appraisal and coping.

Daily Diary

A screening survey was sent to all employees with information about the study. Those who completed the screening survey could participate if they had access to a computer twice a day and would be at work during the time of the data collection. Those who were successfully screened were sent further information and asked to take the baseline survey, which assessed demographic information and variables that would not vary with time. The participants were also asked to generate an identification code to track daily responses. Approximately a week after completing the baseline survey, participants began the daily dairy portion of the study. Participants took a survey twice a day (before shift and after shift) for two consecutive weeks, which totaled to 14 days of data collection, with slight variations of the survey for work and non-work days. Incivility was only asked at the end of the shift on workdays, for a possible ten opportunities for data collection. Participants answered an average of 7.26 of the possible ten days.

Measures

Data resulting from both methodological approaches were archival in nature. All items below were used to assess the variables of interest and were adapted to fit a daily diary study as indicated. Full items are listed in the appendix.

Incivility: Cortina, Magley, Hunter Williams and Langhout's (2001) Workplace Incivility Scale was used in the retrospective data collection and consisted of 10 items ($\alpha = 0.93$). A sample item is, "During the past 3 months, were you ever in a situation in which any of your supervisors or coworkers…interrupted or "spoke over" you." Responses were chosen on a 5-

point Likert scale from 1 (never) to 5 (many times). For the daily diary data, this measure was adapted to create a one-item incivility measurement. The item read as "Today at work, did you experience incivility? For example, did someone ignore, exclude, interrupt you." The response was a 3-point scale; 1 (never), 2 (once or twice), or 3 (more than once or twice). Due to constrained variance in the incivility measure, we needed to aggregate incivility to the individual level.

Resilience: Three items for resilience were measured from Smith and colleagues' (2008) resilience scale. A sample item is, "I tend to bounce back quickly after hard times." Responses were chosen on a 5-point Likert scale from 1 (strongly disagree) to 5 (strongly agree). Resilience was measured in the retrospective data collection ($\alpha = 0.72$) and was administered at the baseline of the daily data collection ($\alpha = 0.52$).

Procedural Justice: Two items for organizational justice were measured by Niehoff and Moorman's (1993) organizational justice scale. A sample item was "To make job decisions, my supervisor(s) collects accurate and complete information." Responses were chosen from a 7-point Likert scale from 1 (strongly disagree) to 7 (strongly agree). Procedural justice was measured in the retrospective data collection ($\alpha = 0.91$) and was administered at the baseline of the daily data collection ($\alpha = 0.90$).

Civility Norms: Civility norms were measured using the four-item Civility Norms Questionnaire-Brief (CNQ-B) by Walsh and colleagues (2012). A sample item was "Rude behavior is not accepted in our work group." Responses were chosen from a 7-point Likert scale from 1 (strongly disagree) to 7 (strongly agree). Civility norms was measured in the retrospective data collection ($\alpha = 0.91$) and was administered at the baseline of the daily data collection ($\alpha = 0.89$).

Cognitive Appraisals: Four items for cognitive appraisals were adapted from Lazarus (1991; 2001), Smith and Lazarus (1990), Lowe and Bennett (2003), and Bennett, Lowe, and Honey, (2003). The cognitive appraisal questions were asked about the experience that bothered the participant the most; and in the daily data, the questions were asked if the participant reported incivility that day. If the participant did not report incivility that day, the appraisal questions were not asked. A sample item was "At the time, how much did you… consider the situation a challenge, rather than a problem." Responses were chosen from a 5-point scale from 1 (not at all) to 5 (extremely). For the daily data, we aggregated each appraisal question to the individual level by their mean.

Coping: Six items for coping with harassment were adapted from Fitzgerald's (1990) Coping with Harassment (CHQ) questionnaire. The questions were asked about the experience that bothered the participant the most; and in the daily data, the questions were asked if the participant reported incivility that day. If the participant did not report incivility that day, the coping questions were not asked. A sample item was "In response to the situation, I… let the person know I didn't like what was happening." Responses were either 1 (yes) or 2 (no). For the daily data, we aggregated each coping question to the individual level by their mean.

Results

Profile Analysis

Given the first hypothesis, that distinct profiles of appraisals and coping would emerge, we explored appraisals and coping across participants using k-means cluster analysis (Aldenderfer & Blashfield, 1984). This multivariate analysis creates groups that are dissimilar from other groups and as similar as possible within-groups (Bunk & Magley, 2013).

The utilization of k-means cluster analysis for appraisal and coping profiles was based off the work of Bunk and Magley (2013), when they used K-means clustering to create profiles of appraisals and emotional responses. They state that it is realistic to expect individuals to experience multiple emotions from certain appraisals of incivility.

To identify the appraisal and coping profiles, we transformed the aggregated appraisal and coping questions into *z*-scores and then submitted them to *k*-means cluster analysis (Hartigan, 1975). Given the exploratory nature of these analyses, two- to five- cluster solutions were reviewed. Visualization of the cluster solutions is a viable way of selecting the number of clusters; however, there is no general rule of thumb for the number of data points that are required to retain a solution (Pham, Dimov, Nguyen, 2005). The two- and three-cluster solutions were retained, given their ease of interpretability, meaningfulness, and the resulting group sizes. The four- and five- cluster solutions contained clusters with too few participants for a meaningful interpretation. Typically, one solution is retained in research when examining profiles in relation to behavioral or attitudinal outcomes (c.f., Bunk & Magley, 2013; Cortina & Magley, 2009). Because we wanted to examine the nature of the results from different time frames, we explored multiple solutions to examine similarities and differences between the solutions. Figures 2-5 shows graphical depictions of the 2- and 3- cluster solutions for both the daily and the retrospective data. Note that similar profiles are depicted in the same color across figures, for ease of interpretation.

Daily data, 2-cluster solution: The two-cluster solution for the daily data resulted in two groups of relatively equal size. The first group (N=23) described the incivility they experienced as slightly not important, more of a problem than a challenge, that they could not deal with it emotionally, or make it better. They did not assert, but went along with the behavior, put up with

the behavior, and stayed out of the way as much as possible. They were neutral about talking to a supervisor and talking to someone they trust. We named this group the "disengaged, disempowered avoiders." Our second group (N=25) described the incivility they experienced as slightly more important, more of a challenge than a problem, that they could deal with it emotionally, and make it better. They asserted, did not go along with the behavior, did not put up with it, and did not stay out of the way. They were also neutral about talking to a supervisor and talking to someone they trust. We named this group the "engaged, empowered asserters."

Daily data, 3-cluster solution: The three-cluster solution for the daily data resulted in two groups of relatively equal size, and one more smaller cluster. The first group (N=18) was similar to the "disengaged, disempowered avoiders" in the two-cluster solution. The second group (N=20) was most similar to the "engaged empowered asserters" in the two-cluster solution, but were "engaged, moderately empowered, problem-focused/approach coping." Our third group (N=10) described the incivility they experienced as not important, was slightly more of a problem than a challenge, they could deal with it emotionally and make better. They asserted but did not talk to a supervisor or someone they trusted, did not go along with the behavior, put up with it, or stay out of the way. These were "disengaged, empowered, asserters."

Retrospective data, 2-cluster solution: The two-cluster solution for the retrospective data resulted in two groups of relatively equal sizes. The first group (N=69) described the incivility they experienced as slightly not important, more of a problem than a challenge, was neutral on if they could not deal with it emotionally, and could not make it better. They did not assert or talk to a supervisor, went along with the behavior, put up with the behavior, and stayed out of the way as much as possible. They were neutral about talking to someone they trust. This is similar to the "disengaged, disempowered avoiders" found in the daily diary data and we labeled them

the same. Our second group (N=55) described the incivility they experienced as slightly more important, more of a challenge than a problem, they could deal with it emotionally, and make it better. They asserted, talked to a supervisor, did not go along with the behavior, did not put up with it, and did not stay out of the way. They were neutral about talking to someone they trust. This was most like the "engaged, empowered asserters" found in the daily diary data except that they talked to their supervisor. We labeled these "engaged, empowered, problem-focused/approach coping."

Retrospective data, 3-cluster solution: The three-cluster solution for the retrospective data had two relatively equal groups and one more smaller cluster. The first group (N=49) was similar to the "disengaged, disempowered avoiders" in the retrospective 2-cluster solution and in the daily data, and we labeled them the same. Our second group (N=48) was most like the "engaged, empowered asserters" except they talked to their supervisor. We labeled these "engaged, moderately empowered, problem-focused/approach coping." Our third group (N=27) did not describe the incivility they experienced as important, was more of a problem than a challenge, could not deal with it emotionally or make it better. They did not talk to supervisors or someone they trusted. They were neutral on asserting, going along with the behavior or putting up with it, but they did not stay out of the way of the person. These were "disengaged, disempowered deal with it myself" group.

Summary daily diary and retrospective data: We had two profiles that were very similar across the daily data and the retrospective data. The first indicated that incivility was a problem that they generally could not deal with. They tended to not assert, and just put up with the behavior and avoided as much as possible. The second group were more likely to find the incivility a challenge that they could deal with. They tended to assert more, use more approach-

oriented coping, and not put up with the behavior or avoid the person. We really only started to see differences in the solutions when examining the 3-cluster solutions in the daily and retrospective data. In the daily data, our smallest group felt empowered (able to deal with incivility emotionally and make it better) and asserting in the daily data. In the retrospective data, the third group did not feel empowered but dealt with the incivility themselves by asserting and putting up with the behavior rather than talking to supervisors or someone they trusted.

Binomial and Multinomial Regressions

Means, standard deviations, and correlations for the predictor variables of incivility frequency, resilience, organizational justice, and civility norms for the daily and retrospective data are included in Table 1 and 2, respectively. To model the relationships between the predictors and the 2- and 3- cluster solutions for the daily and retrospective data, we used binomial and multinomial logistic regressions. The traditional .05 criterion of statistical significance was employed for all tests.

Daily data, binomial logistical regression: Addition of the predictors to a model that contained only the intercept did not significantly improved the fit between model and data, χ^2 (4, N = 43) = 3.45, p = .49, indicating that the model was not able to distinguish between our two profiles. The model as a whole explained between 7.2% (Cox and Snell R^2) and 9.6% (Nagelkerke R^2) of variance in the two profiles, and correctly classified 65.2% of cases. As shown in Table 3, none of the predictors made a unique statistically significant contribution to the model.

Daily data, multinomial logistical regression: We assigned the disengaged, disempowered avoiders (1st group) as our reference group. Addition of the predictors to a model that contained only the intercept did not significantly improved the fit between model and data,

χ^2 (8, N = 43) = 7.51, p = .48, indicating that the model was not able to distinguish between the disengaged, disempowered avoiders (1st group) and the engaged empowered asserters (2nd group) or the disengaged, empowered asserters (3rd group). As shown in Table 4, none of the predictors made a unique statistically significant contribution to the model. To test if the predictors distinguished between the engaged, empowered asserters (2nd group) and the disengaged, empowered, asserters (3rd group), we assigned the engaged, empowered asserters (2nd group) as the reference group. As shown in Table 4, we did find a statistically significant predictor. Procedural justice was a significant predictor (p=.032) between the engaged, empowered asserters (2nd group) and the disengaged, empowered asserters (3rd group), recording an odds ratio of 1.92. This indicates that for every unit increase in procedural justice, respondents were 1.92 times more likely to be an disengaged, empowered asserter. However, given that the model does not predict well, this result could be spurious.

Retrospective data, binomial logistical regression: Addition of the predictors to a model that contained only the intercept did not significantly improved the fit between model and data, χ^2 (4, N = 118) = 1.30, p=.86, indicating that the model was not able to distinguish between our two profiles. The model as a whole explained between 1.1% (Cox and Snell R^2) and 1.5% (Nagelkerke R^2) of variance in the two profiles, and correctly classified 55.1% of cases. As shown in Table 5, none of the predictors made a unique statistically significant contribution to the model.

Retrospective data, multinomial logistical regression: We assigned the disengaged, disempowered avoiders (1st group) as our reference group. Addition of the predictors to a model that contained only the intercept did not significantly improved the fit between model and data, χ^2 (8, N = 118) = 10.10, p = .26, indicating that the model was not able to distinguish between

the disengaged, disempowered avoiders (1st group) and the engaged moderately empowered problem focused coping (2nd group) or the disengaged, disempowered deal with it myself (3rd group). As shown in Table 6, none of the predictors made a unique statistically significant contribution to the model. To test if the predictors distinguished between the engaged, moderately empowered problem focused coping (2nd group) and the disengaged, disempowered deal with it myself (3rd group), we assigned the engaged, moderately empowered problem focused coping (2nd group) as the reference group. As shown in Table 6, we did find a statistically significant predictor. Resilience was a significant predictor (p=.03) of the engaged, empowered asserters (2nd group), recording an odds ratio of .52. This indicates that for every unit increase in resilience, respondents were .52 times less likely to be an engaged moderately empowered problem focused coping. However, given that the model does not predict well, this result could be spurious.

Discussion

The aim of the current study was to identify profiles of appraisal and coping, as well as distinguish predictors of these profiles, through two methodologies. K-means clustering was used to identify 2- and 3- cluster profiles in two types of data; daily and retrospective. This supports our first hypothesis that distinct profiles of appraisals and coping will emerge. We did see two similar profiles when examining the 2-cluster profiles between the daily and retrospective data. We even saw these same two similar profiles within the 3-cluster solution for both the daily data and the retrospective data. This answers our research question, in that there are similar profiles when examining appraisals and coping in daily data and retrospective data. Daily dairy studies have become increasingly popular in psychological research (Iida et al., 2012). However, researchers must weigh the costs and benefits of different methodologies. On

one hand, daily diary can be used to assess context and internal processes that unfold over time, reduces retrospective biases, and allows the assessment of changes within person and sequencing of events (Iida et al., 2012). On the other hand, there are disadvantages to daily diary methodology. Participant burden is often higher, and researchers must consider the length of the diary entry, the frequency of diary responses, and the length of the study (Iida, 2012). Participants must stay engaged and committed to the study throughout, and participant attrition is high. Additionally, to address the burden of participants, oftentimes the length of the diary entry is shorter than in retrospective or cross-sectional studies; thus, researcher need to be selective about the questions they include. Shrout and Lane (2012) caution against shortening constructs to too few items, as it would then make it difficult to distinguish between an effect and measurement error. Given that we are seeing consistent profiles through different methodologies then, the costs of utilizing a daily diary methodology are not necessarily producing similar benefits.

However, we did see differences in the third profile when looked at through a daily diary or retrospective methodology. Given that there are differences between the third profile in the daily data and in the retrospective data, there could be utility in looking at the 3-cluster solution through both methodologies. In doing so, we do find some useful information. The third profile suggested that targets could not deal emotionally with incivility or make it better when viewed retrospectively and engaged in less approach-oriented coping. This differed from third profile in the daily data, which was high on these variables. Mishra and Spreitzer (1998) found that empowerment is positively related to problem-focused coping. Relating these profiles back to the Transactional Model of Stress (Lazarus & Folkman, 1984), our profiles also seem to indicate an association between empowerment and approach, or problem-focused, coping, as well. Ozer

and Bandura (1990) suggest that those who have more self-efficacy and control over challenges and threats are not disturbed by apprehensive cognitions and have more effective coping.

It is interesting to note that when reporting retrospectively, over a longer time frame, this retrospective third profile does not describe the same empowerment and coping as was found in the daily data. This could be a consideration when assessing intervention or trainings, and a relevant point for researchers and practitioners. When utilizing interventions or training for incivility, assessors need to be aware of the potential for differing relationships with empowerment and coping depending on the methodology. Assessors would need to pick when, and how often, they are assessing participants carefully.

We used binomial and multinomial logistical regression to test the predictors of the appraisal and coping profiles. It is important to note that we do not have sufficient power to detect an effect if it is present. Power is the probability of rejecting the null hypothesis when it is false, and Cohen (1992) states that a power of 0.8 has been proposed for general use. In a post-hoc power analysis on the daily data, we found that the power to detect an effect when anticipating a small effect size was 0.14 and the power to detect an effect when anticipating a medium effect size was 0.19. Both of these power calculations are below the proposed 0.8 power consideration; thus, we do not have enough power to detect an effect if it was present. The post-hoc power analysis for the retrospective data revealed that the power to detect an effect when anticipating a small effect size was 0.32 and the power to detect an effect when anticipating a medium effect size was 0.45. Again, both of these power calculations are below the proposed 0.8 power consideration; thus, even in our retrospective data, we would not be able to detect an effect if was present. Hypotheses two through five were not supported; though it is

important to note that this could be an issue with the power to detect an effect, and not necessarily a lack of predictability.

Limitations and Future Directions

Like any study, this study is not without limitations. The specificity of the sample limits the generalizability of the results. Healthcare employees who work in correlational facilities may experience circumstances unique to this specific workplace. Healthcare workers must be concerned both with treatment of patients, as well as security, termed *custody-verses-caring* (Peternelj-Taylor & Johnson, 1995), which increases the stress of the job. Healthcare workers also must be cognizant of the higher prevalence of medical issues, such as substance abuse and AIDS, within healthcare facilities. This could increase concern about personal health and well-being. These experiences may make healthcare employees within correctional facilities a unique population. For example, psychologists in correctional facilities experience more burnout, less job satisfaction, and less life satisfaction than counterparts in the VA system (Senter, Morgan, Serna-McDonald, & Bewley, 2010). It is important to note that there is hostility within the healthcare industry, with a large number of employees experiencing incivility (Bar-David, 2018). Correctional healthcare employees are an ideal population for this study, given the high rate of incivility. Additionally, even within this population, predictors of these profiles could not be supported due to the lack of power. Though future research should examine profiles and their predictors across other organizational samples, there would be inherent difficulty in utilizing populations with less incivility frequency.

Common method biases might have inflated the relationships among the variables in this study. Typically, common method bias is resolved by incorporating other sources of information, such as supervisory reports of central constructs. Though future studies should

obtain objective forms of measurement to better understand the victim's experience; variables of interest were cognitive processes and interpersonal interactions, so examining individual perceptions was an appropriate form of measurement. Self-report brings up a further limitation when considering appraisals of incivility. Defining an experience is part of filling out surveys, meaning that those who answered that they had incivility on a given day had to define it as such. Our incivility measure asked about "rude" and/or "condescending" behaviors, so the participant has to interpret the behaviors they experience in this way to report on them. Objectively, two people could have similar incivility experiences. One may interpret it as incivility and report it on the survey; however, another person may not interpret it as incivility and thus, not report it on the survey. The sexual harassment literature includes a few studies (Berdahl, 2007; Berdahl & Moore, 2006) that have separated the event from the evaluation of the event. In a similar vein to the sexual harassment studies, future research should endeavor to assess behaviors objectively, and then their interpretation of the behavior as uncivil or not.

For the daily data, it was necessary to aggregate incivility to the individual level due to constrained variance, which meant that the appraisal and coping measures also had to be aggregated to the individual level. We created the profiles by averaging each appraisal and coping question over each incivility instance for the two weeks to aggregate them. Mischel (1979) suggest that there is temporal stability in behavior. Additionally, Beaty, Cleveland, and Murphy (2001) suggest that there is behavioral consistency when situational strength is weak. Given that incivility is low-level, perhaps there is behavioral consistency in responses to incivility, though more research is needed in this area. Regardless, the mean was best option for aggregating appraisal and coping to the individual level, though this may have smoothed over some differences in the appraisal and coping of a specific incivility event.

There is an inherent difficulty in sample sizes when utilizing event sampling, such as examining appraisals and coping after an incident of incivility. Even with about 70% of employees indicating that they have experienced incivility (Cortina, 2008), researchers are still reliant on participants' completion of follow-up sections in surveys to assess the specific reactions to their experiences, such as appraisals and coping. As such, it can be quite challenging to obtain large enough samples of victims, from which studies like these can be conducted. Although future studies absolutely could endeavor to create these profiles and their predictors in larger samples, it may also be important to do the reverse and attempt to study such experiences in more qualitative ways. Regardless, multiple methodologies are of value in triangulating in to a greater understanding of victims' experiences.

Strengths

Despite limitations, there are several strengths that are worthy of note. First, we did find two similar profiles in the daily and retrospective data. Generally speaking, people who feel more capable may see incivility as more of a challenge than a problem and engage in more problem-focused or approach-oriented coping. Those who feel less capable may see incivility as more of a problem than a challenge and use more avoidant coping strategies. Additionally, we saw differences regarding out third profile when viewing it either through daily diary or retrospectively. Our study is the first to examine profiles of appraisals and coping in a daily sample and retrospective sample. Our results suggest that there might be some general trends that people report, though there are some differences based on methodology.

Conclusion

Utilizing the Transactional Model of Stress, this study assessed patterns of appraisals and coping within two different methodologies. Although predictors of these profiles could not be

assessed, I did find two consistent profiles through 2- and 3- cluster solutions; this speaks to the similarities of appraisal and coping profiles when looked at through different temporal lenses. There were differences in the third profile when viewed with these different methodologies. However, given the high degree of similarity between the profiles with the consideration of the necessity of aggregating event level data to the individual level, as well as participant burden and a consideration of resources, retrospective methodology may be more agreeable. Future research is needed to examine the predictive power of these profiles when considering outcomes, which may be another necessary consideration in determining the optimal methodology to examine profiles of appraisal and coping.

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Figures

Figure 1. Model

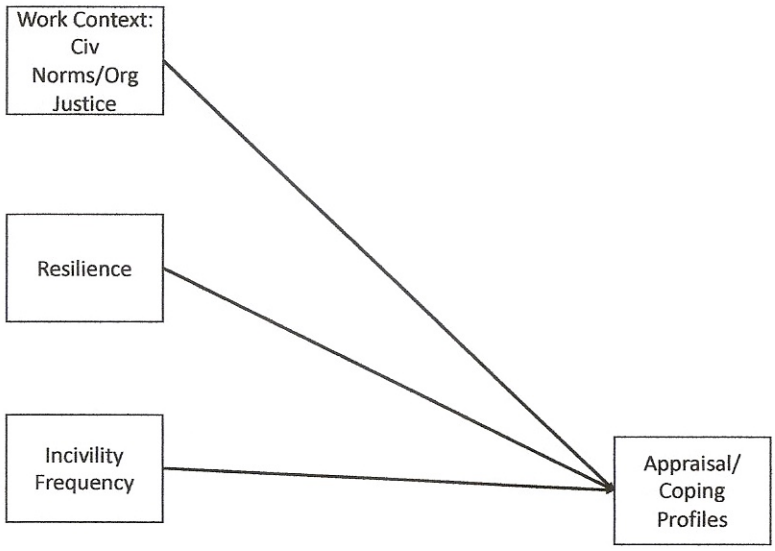


Figure 2. Daily diary 2 cluster solution

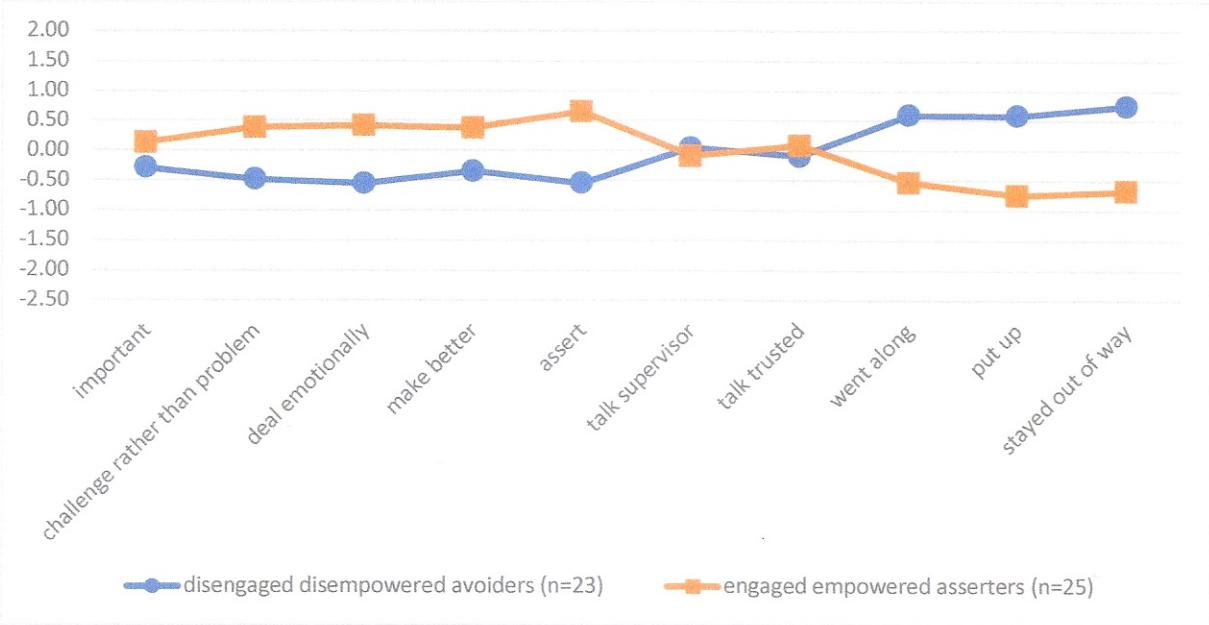


Figure 3: Daily diary 3 cluster solution

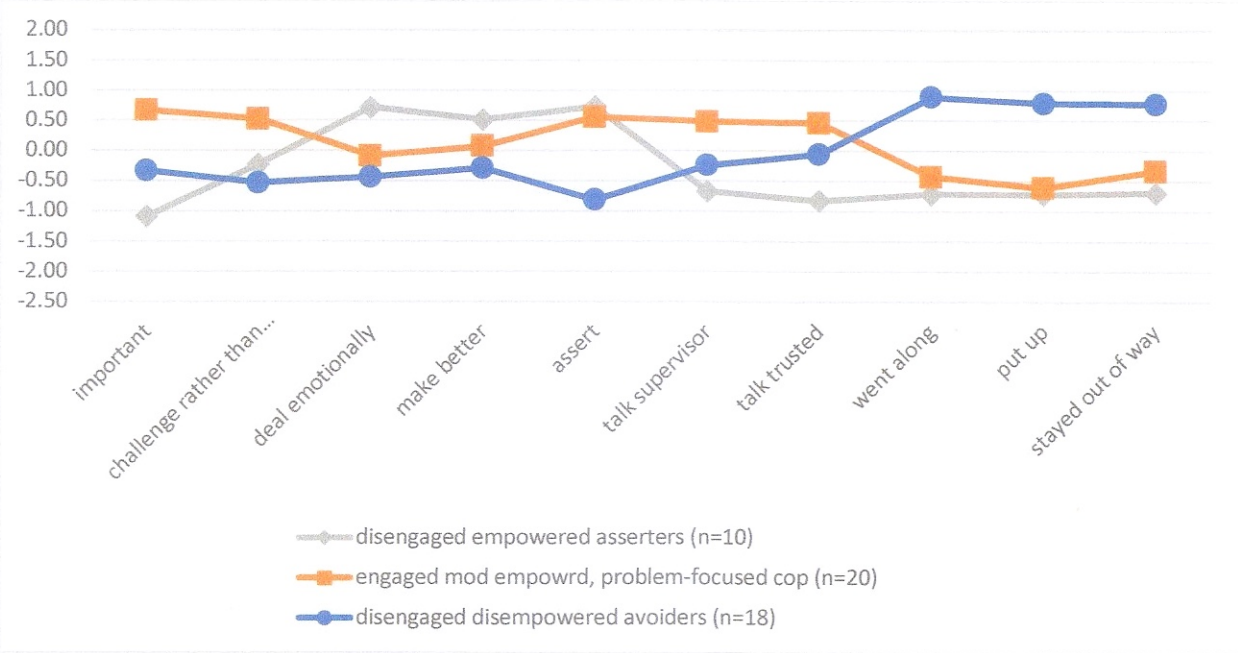


Figure 4. Retrospective data 2 cluster solution

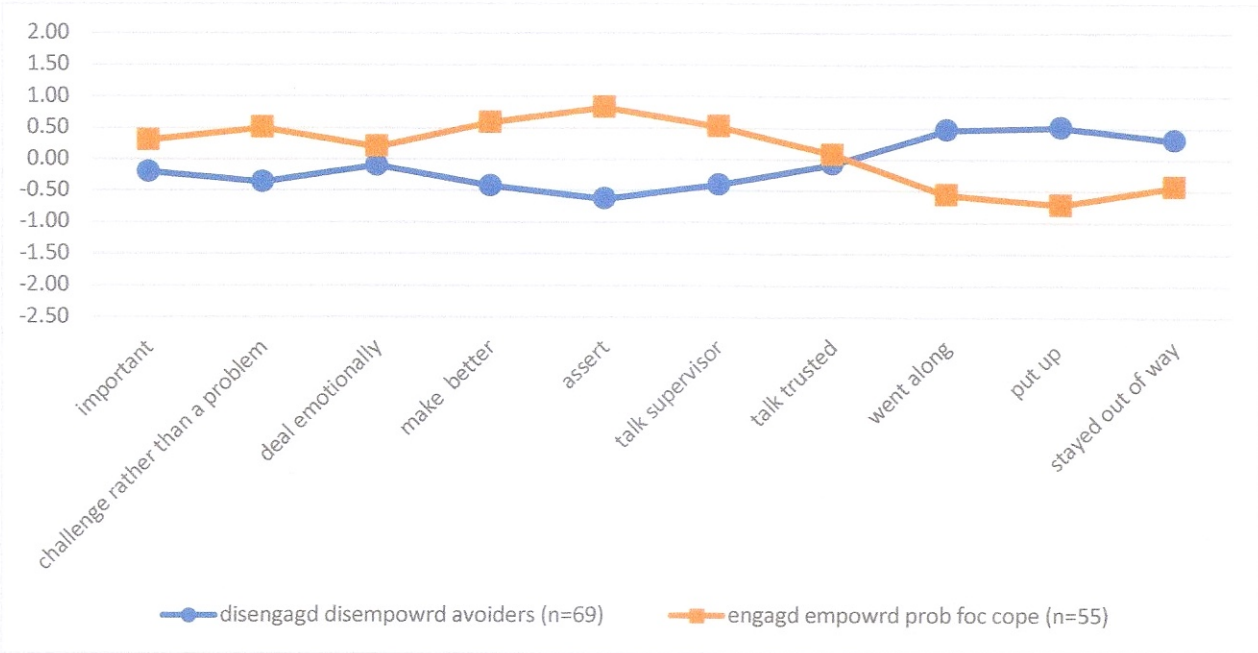
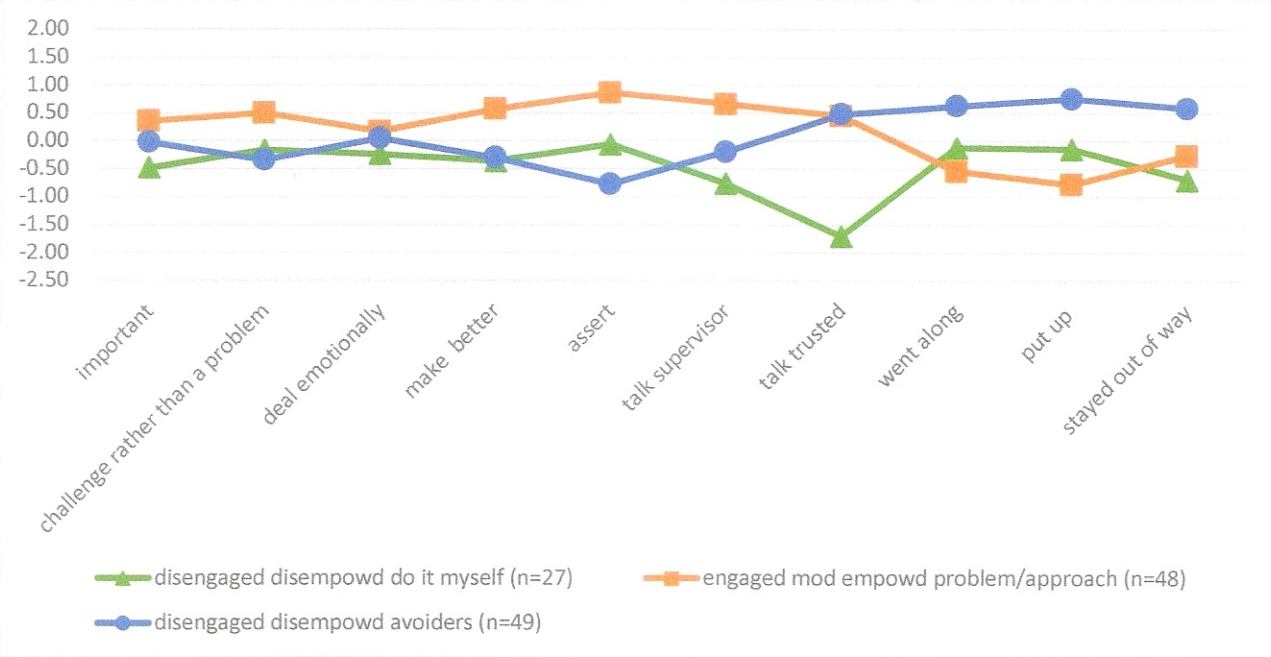


Figure 5. Retrospective data 3 cluster solution



Tables

Table 1: Daily Data Means, Standard Deviations, and Correlations Among Variables

Variable	Mean(SD)	1	2	3	4
1. Incivility	2.47 (2.25)	---			
2. Resilience	4.15 (.82)	-.29*	---		
3. Org. Justice	3.64 (1.82)	-.22	-.28	---	
4. Civility Norms	3.62 (1.59)	-.43**	-.09	.25	---

Table 2: Retrospective Data Means, Standard Deviations, and Correlations Among Variables

Variable	Mean(SD)	1	2	3	4
1. Incivility	2.09 (.95)	---			
2. Resilience	3.93 (.91)	-.31**	---		
3. Org. Justice	4.08 (1.01)	-.17	.22*	---	
4. Civility Norms	4.46 (.96)	-.28**	.07	.59**	---

Table 3: Daily Data Binomial Logistic Regression

							95% CI for Exp(B)	
		B	S.E.	Wald	df	Sig.	Exp(B)	LB	UB
	Incivility	0.07	0.17	0.18	1	0.67	1.07	0.78	1.48
	Resilience	0.10	0.42	0.05	1	0.82	1.10	0.48	2.52
	Org. Justice	-0.06	0.19	0.11	1	0.74	0.94	0.65	1.36
	Civility Norms	0.40	0.23	3.06	1	0.08	1.49	0.95	2.33
	Constant	-1.72	2.60	0.44	1	0.51	0.18		
x^2			3.45		4	0.49			
pseudo R^2			0.10						

Table 4: Daily Data Multinomial Logistic Regression

Reference Group			B	S.E.	Wald	df	Sig.	Exp (B)	95% CI for Exp(B) LB	UB
1 – disengage disempow'd avoiders	2 – engage empow'rd prob/ Approach cope	Intercept	2.28	2.94	0.61	1	0.44			
		Incivility	-0.13	0.19	0.47	1	0.49	0.88	0.60	1.28
		Resilience	-0.37	0.48	0.54	1	0.44	0.69	0.27	1.76
		Org. Justice	-0.34	0.23	2.16	1	0.14	0.71	0.45	1.12
		Civility Norms	0.21	0.25	0.70	1	0.40	1.24	0.75	2.03
1 – disengage disempow'd avoiders	3 – disengage Empow'rd asserters	Intercept	-4.80	4.15	1.34	1	0.25			
		Incivility	0.09	0.23	0.16	1	0.69	1.10	0.70	1.71
		Resilience	0.58	0.68	0.73	1	0.39	1.80	0.47	6.84
		Org. Justice	0.31	0.26	1.39	1	0.24	1.36	0.81	2.28
		Civility Norms	0.04	0.30	0.02	1	0.90	1.04	0.58	1.88
2 – engage empow'rd prob/ Approach cope	3 – disengage Empow'rd asserters	Intercept	-7.08	4.31	2.70	1	0.10			
		Incivility	0.22	0.25	0.80	1	0.37	1.25	0.77	2.04
		Resilience	0.95	0.71	1.82	1	0.18	2.59	0.65	10.30
		Org. Justice	0.65	0.29	5.01	1	0.03*	1.92	1.08	3.39
		Civility Norms	-0.17	0.32	0.29	1	0.59	0.84	0.45	1.57
	x^2			7.51		8	0.48			
	pseudo R^2			0.17						

Table 5: Retrospective Data Binomial Logistic Regression

							95% CI for Exp(B)	
		B	S.E.	Wald	df	Sig.	Exp(B)	LB	UB
	Incivility	0.09	0.22	0.15	1	0.70	1.08	0.71	1.66
	Resilience	0.25	0.23	1.20	1	0.27	1.28	0.82	1.99
	Org. Justice	-0.05	0.24	0.05	1	0.83	0.95	0.60	1.51
	Civility Norms	0.09	0.25	0.13	1	0.71	1.09	0.68	1.77
	Constant	-1.55	1.52	1.04	1	0.31	0.21		
x^2			1.30		4	0.86			
pseudo R^2			0.02						

Table 6: Retrospective Data Multinomial Logistic Regression

Reference Group			B	S.E.	Wald	df	Sig.	Exp (B)	95% CI for Exp(B) LB	UB
1 – disengage disempow'd avoiders	2 – engaged mod empowd problem-focused/ approach coping	Intercept	-2.42	1.78	1.85	1	0.17			
		Incivility	0.07	0.24	0.09	1	0.77	1.07	0.67	1.72
		Resilience	0.13	0.26	0.25	1	0.62	1.14	0.68	1.90
		Org. Justice	0.33	0.28	1.47	1	0.23	1.40	0.81	2.40
		Civility Norms	0.09	0.28	0.11	1	0.75	1.10	0.63	1.91
1 – disengage disempow'd avoiders	3 – disengaged disempowd do it myself	Intercept	0.94	2.00	0.22	1	0.64			
		Incivility	-0.44	0.33	1.86	1	0.17	0.64	0.34	1.21
		Resilience	-0.52	0.30	3.02	1	0.08	0.59	0.33	1.07
		Org. Justice	0.46	0.32	2.07	1	0.15	1.58	0.85	2.95
		Civility Norms	-0.11	0.33	0.10	1	0.75	0.90	0.47	1.71
2 – engaged mod empowd problem-focused/ approach coping	3 – disengaged disempowd do it myself	Intercept	3.37	2.07	2.64	1	0.10			
		Incivility	-0.51	0.33	2.44	1	0.12	0.60	0.31	1.14
		Resilience	-0.65	0.31	4.59	1	0.03*	0.52	0.29	0.95
		Org. Justice	0.13	0.31	0.16	1	0.69	1.13	0.61	2.09
		Civility Norms	-0.20	0.32	0.37	1	0.55	0.82	0.44	1.55
	x^2			10.10		8	0.26			
	pseudo R^2			0.09						

Appendix

Incivility

Daily Data

TODAY AT WORK, someone ignored, excluded, interrupted, spoke rudely, behaved rudely (e.g., gestures, facial expressions, etc.), interrupted or "cut me off" while speaking, behaved without consideration, withheld information, belittled my opinions, or spread rumors about me.

Retrospective Data

During the **PAST 3 MONTHS**, were you ever in a situation in which any of your supervisors or coworkers….

Gave you hostile looks, stares, or sneers
Addressed you inappropriately or unprofessionally
Interrupted or "spoke over" you
Yelled, shouted, or swore at you
Made insulting or disrespectful remarks to you
Ignored you or failed to speak to you (for example, "the silent treatment")
Accused you of stupidity or incompetence
Made jokes at your expense
Physically threatened or intimated you
Put you down or were condescending to you

Cognitive Appraisal

Daily Data

Please think about the behavior(s) you indicated on the previous page. Which experience bothered you the MOST? An "experience" can be a behavior or a pattern of behaviors that came from the same person(s), even if the behaviors happened over a period of time. Please refer to this experience when answering the following questions.

At the time, how much did you…

Retrospective

At the time of your experience that bothered you the MOST, how much did you…

Feel what was happening was important to you
Consider the situation a challenge, rather than a problem
Think you would be able to deal emotionally with what was happening
Think you would be able to make things better

Coping

In response to the situation, I….

Let the person know I didn't like what was happening
Just put up with it

Talked about it with someone I trusted
Talked with someone in a supervisory/management position
Went along with the behavior to protect myself
Stayed out of the person's way as much as possible

Resilience
I tend to bounce back quickly after hard times
It does not take me long to recover from a stressful event
It is hard for me to snap back when something bad happens(R)

Organizational Justice
My supervisor(s) makes sure that all employee concerns are heard before job decisions are made
To make job decisions, my supervisor(s) collects accurate and complete information

Civility Norms
Rude behavior is not accepted in our work group
Angry outbursts are not tolerated by anyone in our work group
Respectful treatment is the norm in our work group
We make sure everyone in our work group is treated with respect